MiScorecard Performance Summary

Business Unit: Department of Treasury
Executive/Director Name: Nick Khouri
Reporting Period: Jun 2018

Green	>=90% of target
Yellow	>= 75% - 90% of target
Red	<75% of target
Date Approved:	7/10/2018

Metric ID	Metric	Status	Progress	Target	Current	Previous	Frequency	Metric Definition
Customer/Constituent								
COLL-6	Customer Service - First Contact Resolution Rate (Contractor)	Red		95%	70%	83%	Monthly	The third-party collections contractor has a contractual target to provide debtors with contact resolution at the point of first contact. Contact Resolution is defined as the reasonable attempt to resolve 'an immediate' account issue through education and/or some action. The primary goal is to increase the overall percentage of first contact resolution for sampled calls. In an effort to increase customer service throughout the Collection Services Bureau, it is important that the third-party collections contractor is able to provide helpful and accurate information to taxpayers. A higher percentage rate means that more taxpayers were able to be assisted correctly during their first contact with our third-party contractors. Data has a lag time of 1 month.
TPB-10	IIT - Individual Income Tax Returns - % processed in same year as received.	Green		90.0%	99.7% 2018, June	97.0%	Monthly	Individual Income Tax (IIT) has a goal of processing all income tax returns in the year they are filed. Processing all returns provides better customer service and reduces phone calls and correspondence. A higher percentage represents (more) returns processed year to date.
TPB-15	IIT - Individual Income Tax Correspondence processed timely.	Green		90%	96% 2018, June	99%	Monthly	Individual Income Tax (IIT) has a goal of processing all correspondence within 60 days of receipt. Processing correspondence in a timely manner cuts down on phone calls and provides a better customer experience.
TPB-17	SUW - Sales, Use and Withholding Phone call average speed of answer.	Red		7.00	9.58 2018, June	6.51	Monthly	Answering phone calls within 7 minutes or less improves customer satisfaction as callers questions are answered in a timely manner.
TPB-20	SUW - Sales, Use and Withholding Correspondence processed timely.	Green		90%	88% 2018, June	91%	Monthly	Processing correspondence with 60 days of being received will result in accurate billings and refunds issued in a timely matter. This improves customer satisfaction as taxpayers are notified of the outcome of their correspondence in a timely manner. In addition, financial records and forecasting for the state are more accurate when correspondence is resolved in a timely manner.
LOGOV-7	Move distressed communities to fiscal solvency and stable self-governance	Green		4	0	N/A	FY Annually	EM exit, RTAB meetings from monthly to bi-monthly to quarterly, dissolving RTAB, successful termination of consent agreements.
TAXPOL-16	Issue 10 substantive Revenue Administrative Bulletins (RABs) annually.	Green		10	10 (CY2017)	8 (CY2016)	CY Annually	Improve communication to taxpayer/practitioner community by issuing a minimum of 10 substantive Revenue Administrative Bulletins (RABs) annually. (Note for 2016: 8 RABs, 3 Internal Policy Directives (IPDs), and 4 Tax Policy Newsletters were issued during CY2016.)
TAXPOL-17	Percent of guidance issued to taxpayer/practitioner within 3 to 6 months	Red		100%	0%	0%	Quarterly	Increase communications with the taxpayer/practitioner community to meet their needs timely. This metric is measuring the percentage of RABs issued within 3 to 6 months.
Internal Business Process								
COLL-10	Average Call Center Quality Assurance (QA) Evaluation Score - % Average Score	Green		95%	88%	84%	Monthly	The Collection Services Bureau has a goal to provide quality information and customer service on telephone calls. The primary goal is to increase the overall average percentage of the evaluation scores. Responding staff are measured on several key criteria to determine the quality of their response. This assessment helps determine where overall training may be needed to ensure a higher quality of service. The target value is based on the "High Performing" level per the Employee Evaluation Standards rating scale established by the Bureau. A lower average score may indicate that more training and guidance is needed in a particular area. Data has a lag time of 1 month.
TCBMSP-1	Inspections of Tobacco Retailers	Green		470	1146	1124	Quarterly	This measures the number of administrative inspections of tobacco retailers and licensees by MSP and Treasury enforcement personnel each quarter.
TCB - 3	Average Days to Complete a PA3 Audit with no taxpayer-requested Waiver or Request for Reconsideration - # Days	Green		200	204 2018, June	174	Monthly	An average of the days to complete a PA3 audit (Field Audit and Audit Processing) for audits completed in the month, where the taxpayer has not requested an extension of time (Waiver or Request for Reconsideration). Monitoring the Average Days to Complete helps to ensure that TCB provides each taxpayer with the best customer service possible. Efficient and timely completion of an audit helps to minimize the impact of the audit process on the taxpayer. Efficient use of time by the audit staff will also lead to the identification of more instances of non-compliance which in turn will level the playing field for all taxpayers. The measurement starts when the auditor begins the audit and ends when the Final Audit Determination letter (FAD) is issued to the taxpayer.
TCB-9	Average Days In Progress (DIP) for field work across all audit assignments, sent to TCB Processing - # Days	Green		200	210 2018, June	213	Monthly	A 12 month rolling average of the number of days audit assignments are in progress (DIP) will be measured and monitored to ensure that TCB Field Staff completes audits in a timely manner. The measurement starts when the auditor begins the audit and ends when the Preliminary Audit Determination letter (PAD) is issued to the taxpayer.
TCB-12	Average days to process an audit for all audits where processing has been completed - # Days	Green		100	95 2018, June	102	Monthly	A 12 month rolling average of the number of days to process an audit will be measured and monitored to ensure that audits are processed in a timeframe less than the requirement of PA3 of 2014. The measurement starts when the audit is sent to TCB Processing and ends when the Final Audit Determination letter (FAD) is issued to the taxpayer.
TCB-16	Average Quality Assurance (QA) score of randomly selected field audits sent to TCB Processing in the previous month - % Quality Score	Green		95%	94% 2018, May	96%	Monthly	An average of the monthly quality assurance (QA) review scores of randomly selected field audits sent to TCB Processing will be measured to ensure that procedures and policies are consistently followed in the audit process. Scores will be used to identify areas of miscommunication, so management can determine what type of training and/or

								guidance is needed to improve compliance. Data has a lag time of one month.
TCB-22	Suspicious filer correspondence processed within 60 days of receipt - % Processed	Green		95%	98% 2018, June	100%	Monthly	Percent of suspicious filer correspondence completed within 60 days of receipt. The purpose of this metric is to strive for strong taxpayer customer service by completing correspondence and releasing tax returns for normal processing quickly. Success in this metric reduces taxpayer phone calls, hardship request and improves the relationship between taxpayers and the department.
TCB-23	IRS correspondence processed within 60 days of receipt - % Processed	Green		95%	99% 2018, June	98%	Monthly	Percent of IRS correspondence completed within 60 days of receipt. The purpose of this metric is to strive for strong taxpayer customer service by completing correspondence and reviewing tax returns for prior years. Internal success in this metric reduces taxpayer phone calls for the unit and call center, and improves the relationship between taxpayers and the department.
TCB-24	Discovery correspondence processed within 30 days of receipt - % Processed	Green		95%	98% 2018, June	96%	Monthly	The percentage of correspondence completed within 30 days of receipt ensures a speedy response and improves taxpayer service.
TAXPOL-13	Percent of hearings completed in less than 6 months	Yellow		100%	78%	82%	Quarterly	Improve processes to reduce informal hearings process to take less than 6 months.
BDG-4	IT Projects on Time and Within Budget	Yellow		85%	71%	87%	Quarterly	Track IT projects with respect to budget and completion time to ensure the Department meets legal/statutory requirements. This data has a lag time of 1 month.
STC-1	Percent of Tax Exemption Certificates Processed	Green	=	100%	100%	100%	CY Annually	This metric measures the percent of tax exemption certificates that are processed each year.
LOGOV-8	Conduct Audit of Minimum Assessing Requirements (AMAR) reviews	Green		20.0%	20.0%	0.0%	FY Annually	Ensure fair, uniform and accurate assessments statewide by conducting Audit of Minimum Assessing Requirements (AMAR) reviews in the local units within 20% of the State's 83 counties annually. Maintain a five year cycle of reviews throughout the state.
OPS-7	Number of Material Security Breaches	Green	=	0	0	0	Monthly	Maintain and protect confidential information obtained through departmental programs.
Financial								
ORTA-7	Accurate Revenue Estimating.	Green		3.0%	1.4%	0.3%	CY Annually	Estimate revenues within 3% of actual. The accuracy of the metric impacts the state budget process.
BOI-2	MPSERS Quarterly rolling 1 year average return	Green		7.1%	13.8% 1Q18	16.2%	Quarterly	Actual investment rate of return on pension fund assets for the Michigan Public School Employees' Retirement System vs. Actuarial Target Rate
BOI-4	MPSERS Quarterly rolling 5 year average return	Green		7.1%	10.1% 1Q18	10.7%	Quarterly	Actual investment rate of return on pension fund assets for the Michigan Public School Employees' Retirement System vs. Actuarial Target Rate
BSAF-5(a)	State Credit Rating (Fitch)	Yellow	=	AAA	AA	AA	FY Annually	Ensure the state receives the best credit rating possible. A better credit rating allows the state to borrow money at the most competitive rates available. Ensures the financial position of the state provides a climate for business investment and citizen confidence.
BSAF-6(a)	School Districts Serviced Under State Aid Note (Semi-Annual August Borrowing)	Green		300	217	235	FY Annually	Provides access to short term loans for school districts. This metric goal is to reduce the number of school districts who need access to short term loans. Measured by the number of borrowings. Some school districts borrow more than once a year.
Learning and Growth								
EXEC-1	Improve Internal Communication Through Web	Green	=	100%	100%	100%	Monthly	Regularly update the Treasury Intranet home page to ensure staff have access to current information. This measures the percentage of time the web is updated at least monthly.
Good Government								
GG2	The percentage of champions identified in employee survey	Green		56%	54% (2017) 2015 Survey	49%	CY Annually	The % of champions identified in the statewide survey of state employees measuring employee engagement. Current value represents 2017 Employee Engagement Results.